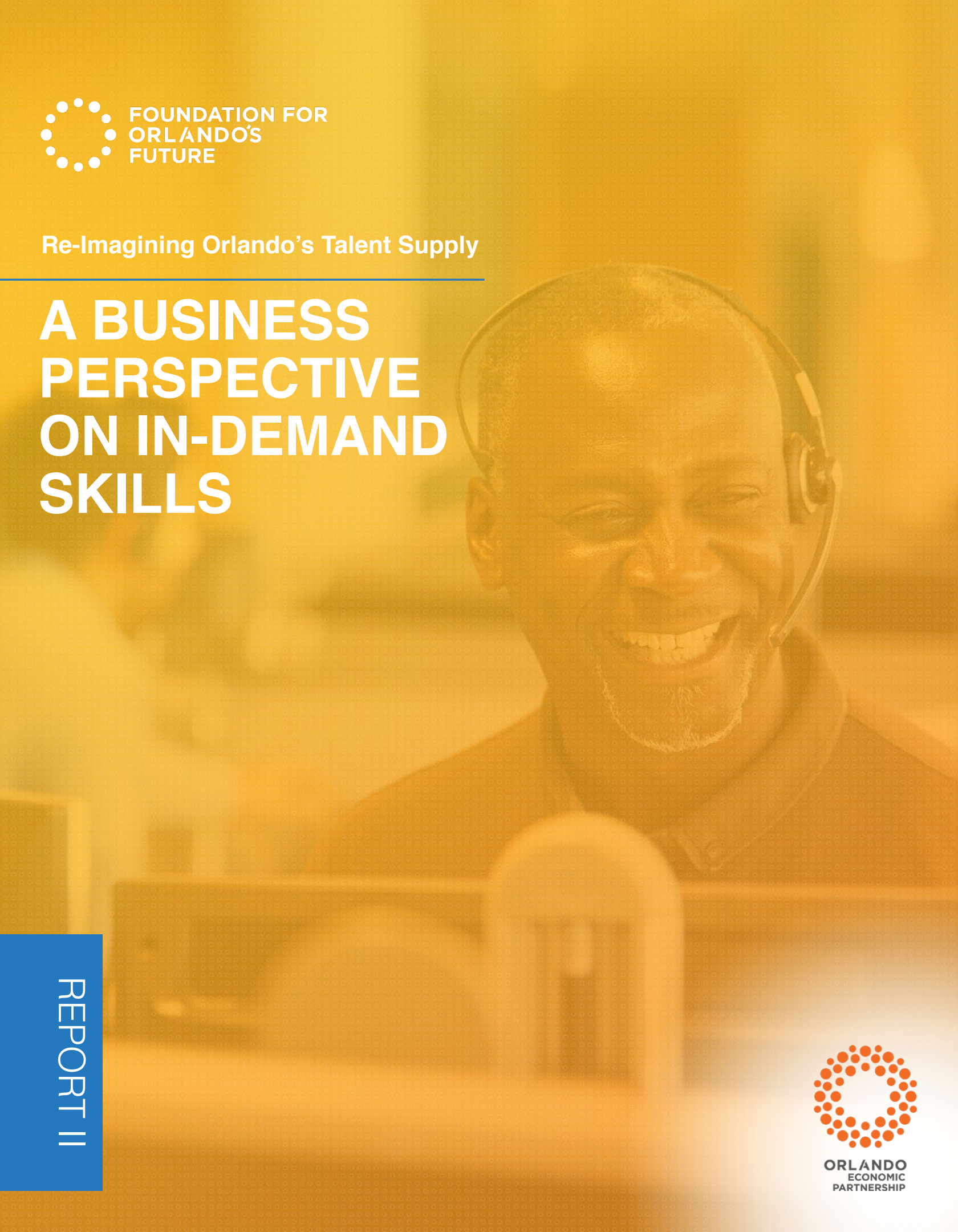
FOUNDATION FOR ORLANDO'S FUTURE

Re-Imagining Orlando's Talent Supply

A BUSINESS PERSPECTIVE ON IN-DEMAND SKILLS



REPORT II

ORLANDO ECONOMIC PARTNERSHIP

Contents

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FOUNDATION FOR ORLANDO'S FUTURE

RE-IMAGINING ORLANDO'S TALENT SUPPLY

A Business Perspective on In-Demand Skills

Introduction

Re-Imagining Orlando's Talent Supply offers insights into the changing labor market. This second in a series produced by the Orlando Economic Partnership (the Partnership) and supported by JPMorgan Chase tells real-life stories and delivers actionable tactics for preparing a future-ready workforce.

The Partnership released the first report, *Skills-Based Hiring for Upward Mobility*, in August 2020, at a time of record high unemployment rates. Almost 254,000 jobs had disappeared from the regional economy in the span of just two months. As 2020 progressed, it became increasingly clear that the jobs most impacted by the pandemic were low-wage, service positions that could not transfer to remote work. Those jobs were most often held by women or workers of color. In reaction to this environment, the first report:

- introduced the concept of skills-based hiring;
- identified cashiers, maids, and waitstaff as the positions most impacted by early COVID-19 related layoffs; and
- provided examples of upward mobility pathways for impacted workers based on transferable skills.

Nine months after the initial report, the regional employment situation is a bit different. In May 2021, the Orlando unemployment rate was only 2.5 percentage points higher than pre-pandemic levels and 43 percent of those 254,000 lost jobs had been regained. The national debate now revolves around how to bring people back to work and have people re-enter the labor force as pent-up consumer spending drives demand to re-hire cashiers, maids, and waiters and waitresses.

However, supported by unemployment benefits and held back by frictions such as childcare or lingering fears of catching and spreading COVID-19 , the workforce has been slow to jump at the opportunity to fill open positions that do not provide family sustaining wages.

In May 2021, the regional labor force in Orlando was seven percent smaller than it was before the pandemic. Combining the number of people who are unemployed and actively looking for work with those who left the labor force altogether, a year after initial job losses there were still 169,000 people to bring back to work in Orlando.

The opportunity remains to think differently about how we educate, hire, and train new workers. This second report, *A Business Perspective on In-Demand Skills,* focuses analysis on those objectives, closing the language gap between Orlando's top employers and educators. The report:

- analyzes the top skills in demand, identifying which skills are essential for workers to have (labeled as persistent skills) and which fast-growing capabilities are the skills of the future;
- highlights existing examples of higher education and local industry partnering to create robust talent pipelines; and
- outlines the benefits to students and education providers when instructors translate learning outcomes and curriculum to the same language as employers.

Key takeaways from the research show that persistent skills in communication, cultural awareness, customer service, flexibility, relationship-building, and teamwork are in-demand across all industries and job-types. These capabilities should always be highlighted on resumes and be included in higher education learning outcomes.

In addition to these important skills, Orlando's top employers are also seeking talent that can fill needs in emerging technologies and respond to a growing demand for healthcare talent. The skills of the future fall into the broad categories of agile development, cloud computing, cyber security, healthcare and programming and software development.

Higher education providers can continue to prepare students for the future of work by training new hires directly at the point of need and communicating existing curriculum in the language of in-demand skills.

ORLANDO ECONOMIC PARTNERSHIP

"COVID-19 has accelerated the threat of automation to Orlando's workforce. Understanding the need to reskill, upskill, and take advantage of existing skillsets is essential for both employees and employers to maintain competitiveness as technological advances continue to disrupt markets and workforces. The ability to better understand what emerging skill sets are needed to succeed is essential to recovery and growth in a post-COVID economy."

Tim Giuliani

President and CEO, Orlando Economic Partnership

Talent Ecosystem Working Group

Context and validation on the following labor market analysis are provided by interviews with local higher education partners and the Partnership's Talent Ecosystem Working Group (TEWG), a diverse group of workforce strategists representing some of Orlando's top employers.

The working group, led by Kim Marshall, chief human resource officer at Travel + Leisure Co., is comprised of over 15 industry leaders. The group's goal is to validate demand-driven skills data, respond to the development of new resources, and collaborate on a common language for skills to ensure that Orlando's workforce has access, increased capabilities and new opportunities to fully participate in our economy.

TEWG members contributed to this report by providing insight on the top jobs and skills demanded by their individual companies and highlighting both successes and challenges they face recruiting in Orlando's labor market. See the members and their companies below in Box 1.

BOX 1

Talent Ecosystem Working Group Members *(alphabetical)*

Orlando Health®
Heather Akers
Corporate Director of Talent

DARDEN
Julie Griffin
SVP, Total Rewards and HR Services

JPMorgan Chase & Co.
Tracy Rebar
Executive Director, HR Business Advisor

HCA Healthcare™
Noe Arceo
Director of Recruitment

Nemours
Randy Hartley
COO

Northrop Grumman
Joshua Spencer
Human Resources Business Partner

verizon
Shaheen Barrett
Manager, Human Resources Business Partner

HYATT HOTELS & RESORTS
Mark Havard
Director of Human Resources Specialist

CNL
Lisa Thornton
SVP, Human Capital

KPMG
Kirt Bocox
Managing Director of Tax

Four Seasons Resort Orlando at Walt Disney World® Resort
Don Lacey
Director of People & Culture

AdventHealth
Jeannine Torres
VP, Organizational Effectiveness

Lockheed Martin
Melissa Francisco
HR Digital Transformation and Strategic Workforce Planning

TRAVEL+ LEISURE
Kim Marshall
CHRO, Talent Ecosystem Working Group Chair

Orlando Magic
Denny Voyles
Assistant Director, Talent Acquisition & Development

ORACLE
Medi Goker
VP, Applications Support

SIEMENS
Stephanie McKinney
HRBP Head

FOUNDATION FOR ORLANDO'S FUTURE

Re-Imagining Orlando's Talent Supply

A BUSINESS PERSPECTIVE ON IN-DEMAND SKILLS

ORLANDO'S MOST IN-DEMAND SKILLS

A FRAMEWORK FOR UNDERSTANDING SKILL DEMAND

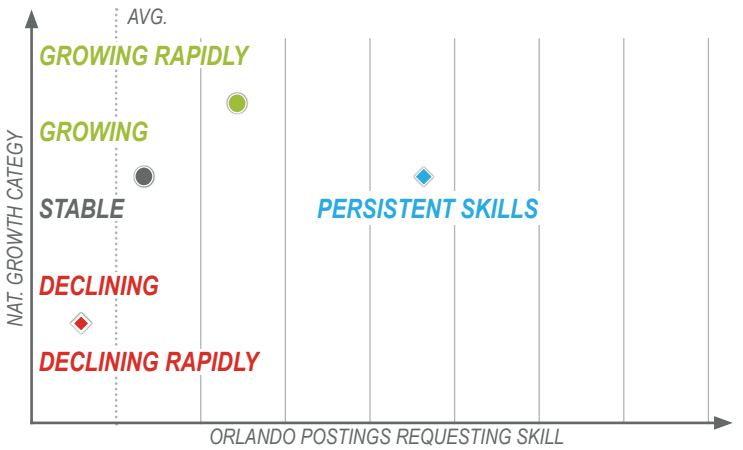
Skills are the DNA of the job market. Speaking the language of skills, rather than in industry jargon or ambiguous job titles, ensures that employers, education providers, and individuals are on the same page when it comes to talent recruitment and development. The following framework provides one methodology for organizing the large amounts of skill data extracted from employer job postings and bringing Orlando one step closer to speaking the same language.

Skills of the Future, Skills of the Past

Skills are the DNA of the job market. Speaking the language of skills, rather than in industry jargon or ambiguous job titles, ensures that employers, education providers, and individuals are on the same page when it comes to talent recruitment and development. The framework below provides one methodology for organizing the large amounts of skill data extracted from employer job postings and bringing Orlando one step closer to speaking the same language.

FIGURE 1

Skills of the Future, Skills of the Past Framework



Interact with this data and see all in-demand skills by clicking here.

Skills data are provided by Burning Glass Technologies, where online job posts in the Orlando region are collected, de-duplicated, and analyzed for the individual skills required of each new role. The primary categories of skills are:

Specialized Skills include professional and occupation-specific skills requested from job postings, which run the gamut from accounting and sales to database administration and welding. Also included in this category are software and programming skills such as Java, Python etc. Specialized skills are typically developed or enhanced on-the-job with company specifics procedures.

Baseline Skills include cross-cutting or foundational skills that are found across industries and occupations. These include organizational skills, communication skills, and project management. Software skills such as Microsoft Word are considered baseline. These skills transfer well from company to company.

This taxonomy deepens our understanding of skills beyond traditional "soft vs. hard skills" labels and elevates the importance of baseline skills such as organization, communication, and teamwork to their rightful level of significance for employers[1].

The **skills of the future** are projected to grow in need and are clustered around the average demand in the Orlando Metro.

Skills of the past are projected to decline despite sometimes greater-than-average demand.

Skills of today are in high-demand and the majority have a stable growth projection.

A handful of key skills have stable growth but extremely high demand, which have been labeled as **persistent skills** due to ubiquitous use in jobs postings.

These skill categories can be placed on a visual framework (see Figure 1) where current skill demand in Orlando, as well as national projections of demand, identify skills of the past, skills of the future, and the heavily requested skills of today.

[1] Burning Glass Technologies – Skill Types Taxonomy

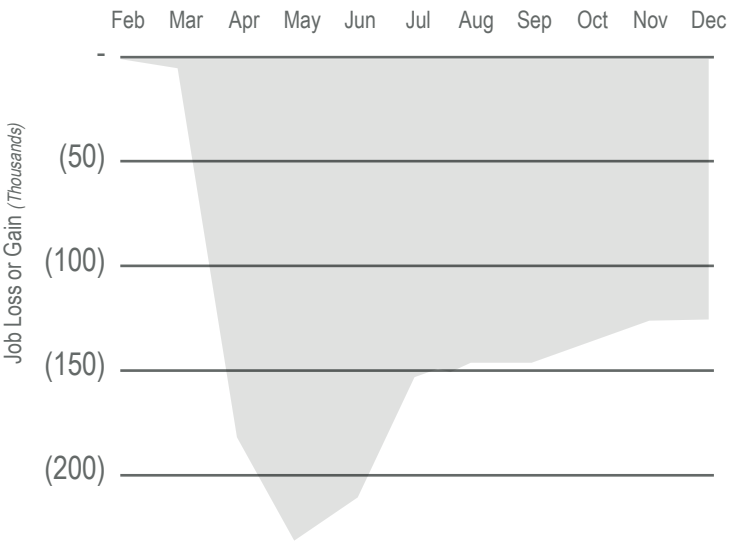
The job posting data originate from job posts made in Orlando from August 2020 to February 2021. It is the most recent data from a COVID job market but also falls after the initial drops and rebounds in job activity that occurred in the first half of 2020 (see Figure 2). This reduces noise from initial hiring rebounds and focuses the analysis on more structural changes to employer demand.

Table 1 and Table 2 list top persistent skills and skills of the future identified by this framework. In reaction to the research, the Talent Ecosystem Working Group (TEWG) provided insight and context for why these skills are most in-demand and added rich context that does not appear in job posts alone.

FIGURE 2

Net Job Change from 2020

Orlando MSA



Source: Source: Florida Department of Economic Opportunity

The Most Desired Skills - Persistent Skills Remain Essential

TEWG validated the critical importance of these persistent skills. When asked which skills were most in-demand by their various organizations, the group named many of the skills that appear in Table 1 below. New hires can be trained in the most recent software tools or frameworks, but a strong base in communication, customer service, relationship building, teamwork, and flexibility rose to the top for need and importance.

The working group expanded upon the definition of relationship-building to include cultural awareness and the ability to communicate openly, honestly, and respectfully with both customers and colleagues. Movements such as #metoo and Black Lives Matter have businesses focusing more on diversity, equity, and inclusion, making cultural awareness and communication even more important.

Lastly, the group added flexibility to our understanding of important persistent skills. As the workplace rapidly shifted to a remote or hybrid working environment in 2020, the ability to be flexible and agile only increased in importance.

The skill framework combined with feedback from the TEWG resulted in a short-list of desired skills. The top persistent skills that remain essential to employers are:

1. Communication
2. Cultural Awareness
3. Customer Service
4. Flexibility
5. Relationship Building
6. Teamwork

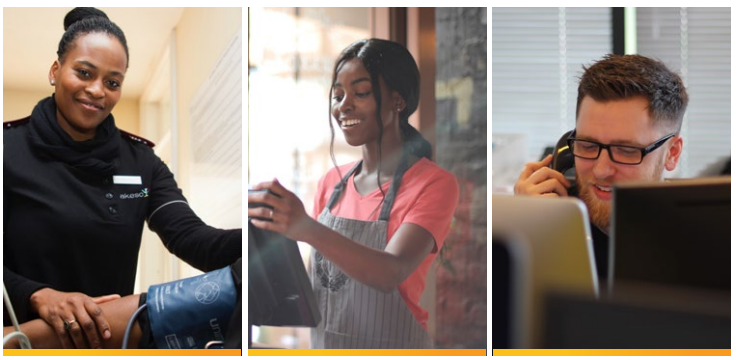


TABLE 1

Skills Most in Demand - Persistent Skills

Organized from Most Requested to Least

Rank	Skill	Type
1	**Communication**	Baseline
2	**Customer Service**	Specialized
3	**Organization**	Baseline
4	**Teamwork/Collaboration**	Baseline
5	**Physical Abilities**	Baseline
6	**Detail-Oriented**	Baseline
7	**Sales**	Specialized
8	**Problem Solving**	Baseline
9	**Computer Literacy**	Baseline
10	**Microsoft Excel**	Baseline
11	**English**	Baseline
12	**Microsoft Office**	Baseline
13	**Building Effective Relationships**	Baseline
14	**Planning**	Baseline
15	**Writing**	Baseline
16	**Multi-tasking**	Baseline
17	**Repair**	Specialized
18	**Research**	Specialized
19	**Written Communication**	Baseline
20	**Patient Care**	Specialized
21	**Customer Contact**	Specialized
22	**Budgeting**	Specialized
23	**Time Management**	Baseline
24	**Creativity**	Baseline

Highly Demanded Skills of the Future

Almost all the skills of the future are specialized, and many are needed in a healthcare setting. As the demographics of the country shift, the need for acute care, nursing, care planning, and companionship are all expected to be in high demand. By 2030, one of every five people in America will be 65 or older[2].

The remaining skills fall into broad technical buckets such as Salesforce, software development, data analysis, and Scrum. Typically used in software development, Scrum is a project management process designed around breaking individual work into quick sprints, tracking progress, and coming back together to replan[3].

The working group added that Scrum (also known as Agile development methodology) can be applied to almost any type of project management, not only software development, and that flexibility in the project management process is critical. The expanded understanding of Scrum and Agile to include general flexibility as a skillset highlights that, while learning or teaching a new software of specialty skillset, students and employees are simultaneously building stronger foundations in persistent skills.

[2] US Census Bureau, Fueled by Aging Baby Boomers, Nation's Older Population to Nearly Double in the Next 20 Years. May 6, 2014. 2
[3] Definition sourced from Burning Glass Technologies

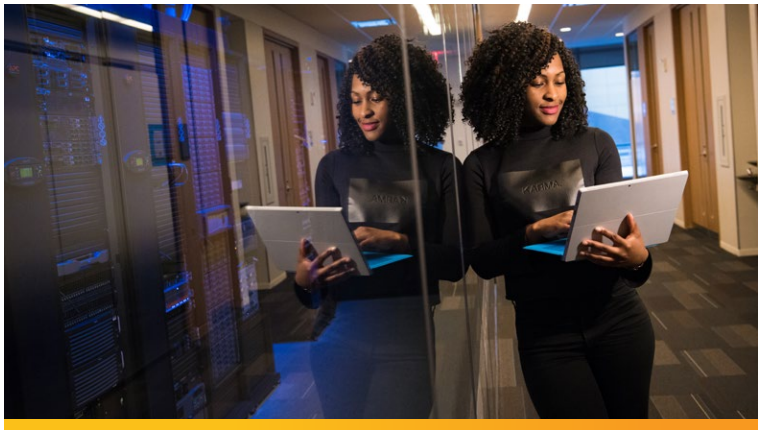
TABLE 2

Top 30 Skills of the Future

Organized from Most Requested to Least

Rank	Skill	Type
1	Cleaning	Specialized
2	Quality Assurance Control	Specialized
3	Acute Care	Specialized
4	Life Support	Specialized
5	Customer Checkout	Specialized
6	Spreadsheets	Specialized
7	Calculation	Specialized
8	Onboarding	Specialized
9	Food Safety	Specialized
10	Telemetry	Specialized
11	Critical Care Nursing	Specialized
12	Hospital Experience	Specialized
13	Salesforce	Specialized
14	Vital Signs Measurement	Specialized
15	Data Analysis	Specialized
16	Catheterization Laboratory	Specialized
17	Python	Specialized
18	Care Planning	Specialized
19	SAP	Specialized
20	ADLs Assistance	Specialized
21	X-Rays	Specialized
22	Trauma	Specialized
23	DevOps	Specialized
24	Blood Pressure Management	Specialized
25	Scrum	Specialized
26	Meal Preparation	Specialized
27	Git (Software)	Specialized
28	Companionship	Baseline
29	Tableau	Specialized
30	ICD Medical Classification	Specialized

Interact with this data and see all persistent skills and skills of the future by clicking here.



The skills of the future listed on the previous page can be broken into high-level skill families with specific descriptions and examples provided. The skill families in high demand by employers are:

Agile Development

An umbrella term that refers to a set of methods and practices for creating solutions quickly through self-organizing and with cross-functional teams and is typically used in the creation of new software tools. This often leads to the utilization of Scrum.

Cloud Computing

A model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction[4]. Within this family, there are specific skills such as Cloud Architecture, CloudStack, Amazon Web Services Direct Connect, Google Compute Engine, and Edge Computing.

Cyber Security

Cybersecurity is the art of protecting networks, devices, and data from unauthorized access or criminal use and the practice of ensuring confidentiality, integrity, and availability of information[5]. Specific skill sets in this family include Network Security, Cryptography, Threat analysis, Azzure Security, and Phishing. Many cyber security-related job postings ask for a Certified Information Systems Security Professional (CISSP) certification.

Data Analysis

Data analysis is the collection, transformation, and organization of data to draw conclusions, make predictions, and drive informed decision making. Data analysis skill sets include accessing databases using SQL (pronounced sequel), wrangling big-data sets using tools like Splunk, and visualizing data using tools like PowerBI or Tableau.

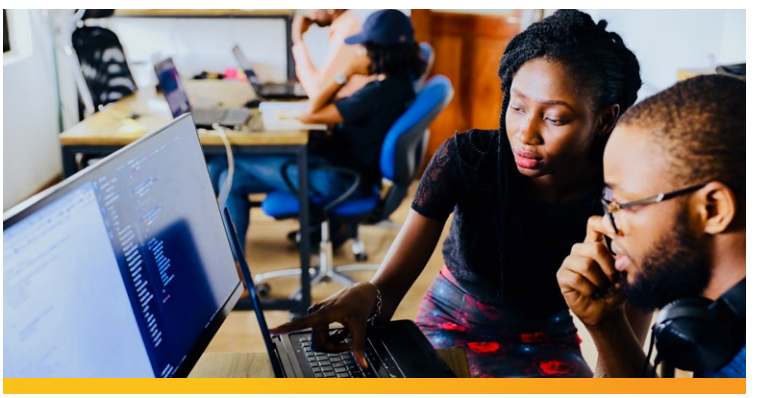
Healthcare

Specifically, healthcare skills such as acute care, vital signs measurements, telemetry (the cardiology skillset of remotely collecting data and transmitting that information to equipment for monitoring), and life support all saw large increases in demand in a COVID environment. Healthcare skills, nursing, and caregiving demand, however, are still projected to increase in a post-COVID economy as the Baby Boomer generation ages and the country becomes demographically older.

Programming and Software Development

Programming languages including C++ and Java are on the rise. Along with programming languages, other software development tools that are growing in popularity include:

- Ansible – Automates software provisioning, configuration management, and application deployment.
- GIT – Version control system for tracking changes in computer files and coordinating work on those files among multiple people.
- React JavaScript – JavaScript library for building user interfaces. Allows developers to create large web-applications that use data and can change over time without reloading the page.
- Spring Boot - An open-source micro framework designed for use by Java developers. Built on top of the Spring framework, Spring Boot provides a simpler and faster way to set up, configure, and run both simple and web-based applications[6].



[4] *IBM, https://www.ibm.com/blogs/cloud-computing/2014/02/04/cloud-computing-basics-2/*
[5] *Cybersecurity & Infrastructure Security Agency, https://us-cert.cisa.gov/ncas/tips/ST04-001*
[6] *Burning Glass Technologies*

A CALL TO ACTION

TACTICS FOR APPLYING SKILLS-BASED HIRING

Before the pandemic, research and consulting firm McKinsey & Company estimated that, by 2030, up to 375 million workers, 14 percent of the global workforce, would need to switch jobs and perform new types of work. That is the same magnitude as the shift from agricultural work to manufacturing that took place in the early 20th century[7].This estimate has only increased in a Environment. For example, McKinsey estimates that "demand for social and emotional skills could increase by 25 percent in the U.S. over the next decade, compared to the previously expected 18 percent rise in the pre-pandemic scenario[8] ."

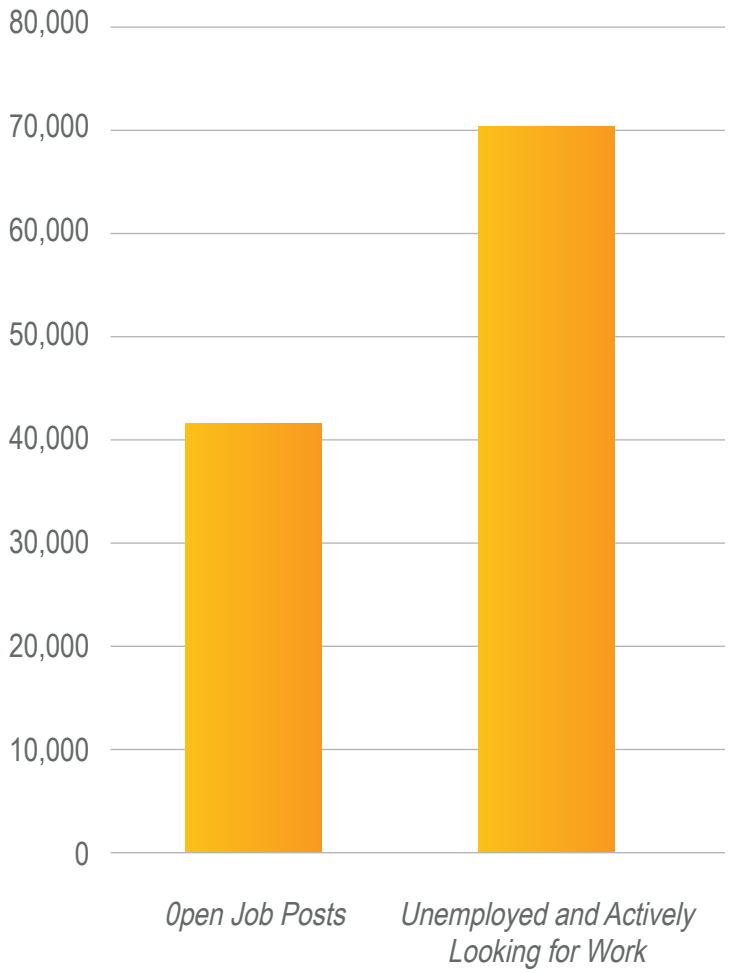
In Orlando specifically, there were 41,500 open job positions in May 2021. The largest categories for these open positions began with healthcare roles (14 percent of all postings) and included office and administrative support, sales, management, and, finally, computer and math jobs to round out the top five. Meanwhile, in May 2021, there were still 70,869 individuals actively looking for work, not including those who had dropped out of the labor force altogether. While these numbers are not exhaustive of all job opportunities, they illustrate looming challenges in overcoming labor market frictions and training talent to fill open positions.

As the Leisure and Hospitality capital of the world, Orlando is positioned to create unique pathways that allow workers with strong customer service and emotional skills to pivot from the hospitality industry into roles that require the skills of the future, along with essential persistent skills. One tactic for employers to embrace as a solution to this challenge is skills-based hiring, outlined in more detail in the first report, *Re-Imagining Orlando's Talent Supply, Skills-based Hiring for Upward Mobility*. In the section that follows, the focus is specifically on presenting potential tactics for higher education to help prepare the workforce of the future.

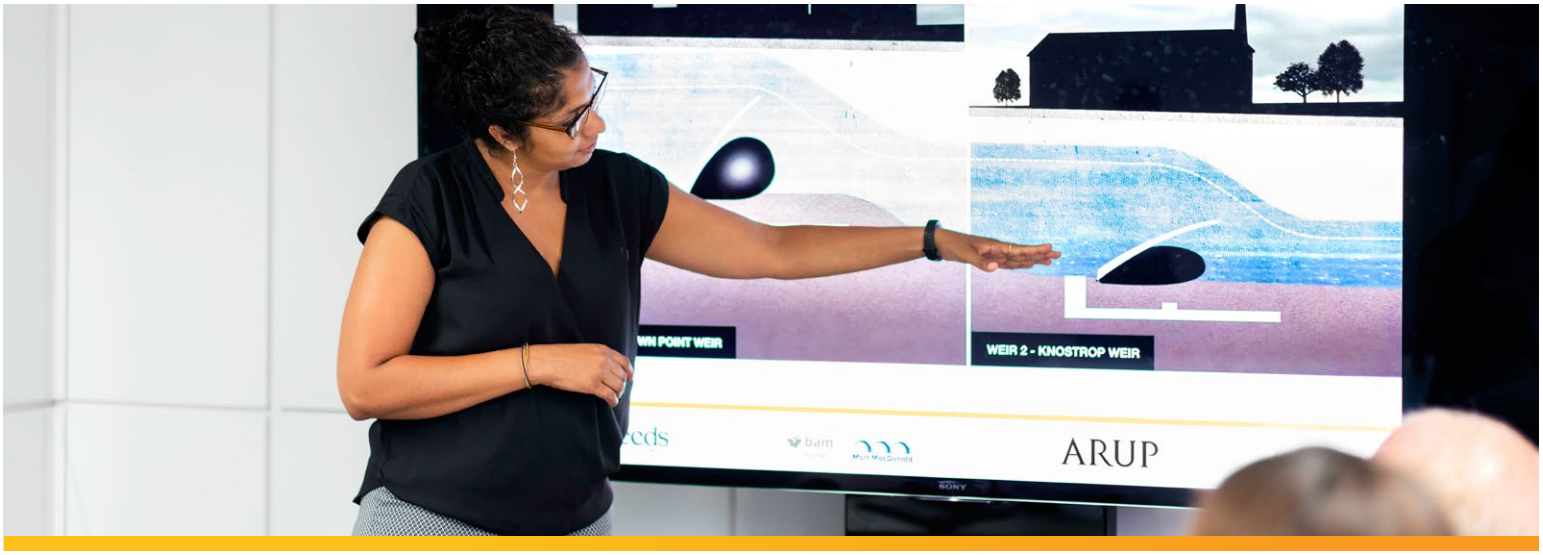
FIGURE 3

Online Job Posting vs. Unemployed Workers

Orlando, May 2021



Source: Burning Glass Technologies, Florida Department of Economic Opportunity



[7] *McKinsey Global Institute, Retraining and reskilling workers in the age of automation, January 18, 2018.*
[8] *McKinsey organization blog, Rethink reskilling for the post-pandemic world, March 22, 2021.*

Tactics for Higher Education

CASE STUDY

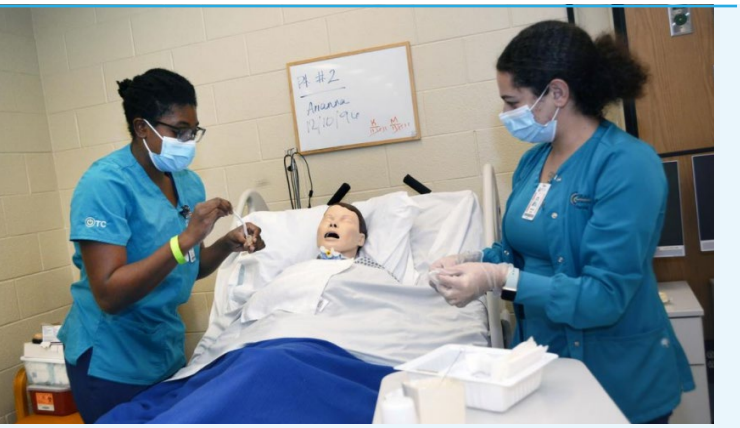
Orlando Health + Orange Technical College

As COVID-19 impacted our local workforce, Orlando Health recognized a great local supply of talent was available with the customer service skillsets in-demand for their hard-to-fill medical assistant roles.

Utilizing the practices of skills-based hiring, Orlando Health removed degree, credential, and healthcare experience requirements, and hosted multiple hiring fairs identifying candidates based on skillsets.

Building off previous successes in developing school curriculum and graduating qualified healthcare students to the workforce, Orlando Health sought assistance from Orange Technical College (OTC) in on-boarding new hires. OTC developed a rapid, skills-based training course (one day, eight hours) to ensure nursing assistant hires are set up for success on day-one. At the time of publication, the medical assistant program has trained more than 250 Orlando Health employees.

"It wasn't that we were trying to fit our existing programs to meet industry needs. It was us seeing employer workforce needs and changing the delivery model of our programs to match them," said Melanie Stefanowicz, Associate Superintendent, Orange Technical College. "We'll be using this



framework to develop programs for a lot of the other industries throughout Central Florida. If you're not working with a school to provide more inclusivity and remove barriers to employment, you're going to be missing the boat. We want to push employers to fill jobs with candidates they wouldn't have previously considered."

Now, Orlando Health is looking to develop upskilling, pre-training, and re-training programs for mid-level, non-clinical positions, including revenue management and IT positions, to ensure they also have clearly defined, skills-based pathways toward upward mobility.

"It's been great to see how the community has worked collaboratively to respond to COVID's challenges on our local workforce," said Heather Akers, Assistant Vice President, Talent Strategy at Orlando Health. "We're looking in the windshield instead of the rearview mirror – responding to the anticipated future and not our past. At Orlando Health, you can choose your adventure, and we are going to invest in it."

"If you're not working with a school to provide more inclusivity and remove barriers to employment, you're going to be missing the boat."

Melanie Stefanowicz
Associate Superintendent, Orange Technical College

CASE STUDY

Communicate the Value of Your Programs, Skillify your Syllabi

As the previous example of collaboration between Orlando Health and Orange Technical College shows, Orlando's higher education providers are creating new ways to deliver fast, skills-based training to students at the exact point of need. Another method for closing the gap between what a student learns in the classroom and how they present their skillsets directly to employers is to provide learners up-front with the exact language they will need to translate classroom learning into on-the-job experience. This comes in the form of "skillifying" syllabi.

> Skill•i•fy *(verb)*
> to translate curricular content (e.g. course descriptions or syllabi) into the skill-based language of the modern labor market.

In practical terms, "skillifying" your curriculum means identifying the work-relevant skills that you already teach in the courses you already offer, and making it clear what those skills are to faculty, students, and other stakeholders.

The Partnership has partnered with Emsi, a leading labor market analytics firm, to help explain the benefits of "skillifying" course curriculum.

Emsi

The following is featured in the Emsi post, *The Significance of Skills for Higher Ed: 3 reasons to prioritize skill data* by Remie Verougstrete.

In today's economy, a shared language exists (and is constantly evolving) between employers and job seekers:

- *Employers post job openings with increasingly specific skill requirements to attract the talent they need.*
- *Job seekers create online profiles and resumes with increasingly thorough skill descriptions to market themselves to potential employers.*

For colleges and universities, the skill language that emerges from these online postings and profiles can unlock new insight that enhances the value, effectiveness, and relevance of your institution in an increasingly skill-based economy. For example, institutions that can articulate curricular content in the language of skills are far better positioned to assess program alignment with employer needs and learner interests, in the same terms that those other parties are using.

To better understand how your institution can leverage skill data, let's see how it compares with the traditional tools of labor market research in higher education.

The Traditional Approach

By now, many colleges and universities have come to prioritize economic analysis as an essential part of fulfilling their mission to serve learners and drive prosperity in their communities. This is typically done at the industry (NAICS) or occupation (SOC) level, and then connected back to programs using a crosswalk, like the CIP-to-SOC crosswalk developed by the National Center for Education Statistics.

This approach is still incredibly important and valuable. Much of the existing labor market data in the United States is

based on these taxonomies, and they will continue to play an essential role in labor market research that informs program development and planning. But there are at least two factors that should drive institutions to go beyond this traditional approach:

- *The ubiquity of technology, combined with its rapid rate of change, means the modern economy evolves more quickly than ever. Traditional taxonomies can struggle to keep up and sometimes fail to adequately capture emerging skills and roles.*
- *Skills have already become the focus of attention for many employers, learners, and policymakers. Relying solely on traditional program classifications (i.e. CIP codes) without cataloging the skill content of those programs can obscure their value and relevance in the modern skill-based economy.*

Unique advantages of skill-level data

Now, let's look at a few key advantages of skill-level data that can help compensate for the limitations of traditional labor market research and keep institutions connected to the modern, skill-based economy.

1 *Precise and detailed*

Skills are the "fundamental elements" of work; the basic building blocks that make up the jobs employers need done and the work that professionals do. Consequently, they unlock a more detailed, nuanced understanding of the labor market than we could hope to achieve with occupation SOC codes, or even job titles.

For example, without skills data, we're left to wonder what the difference might be between two different Web Developer job postings from two different companies (or from the same company, for that matter). Are they looking for front end developers, back-end developers, or maybe full stack developers? Certainly, some skill requirements will overlap, but different roles often emphasize different skills. This level of precision can inform more targeted programs, including micro or stackable credentials, and more personalized career and academic advising services based on an individual's unique skill gaps and goals.

2 *Shared and connected*

Among employers and job seekers, skills are already functioning as a shared language or currency. By viewing academic programs through this same lens, institutions can join the conversation.

Doing so unlocks a plethora of practical benefits. Like we mentioned in the introduction, articulating curricular content in the language of skills enables you to assess alignment with employer needs and learner interests in the same skill-based terms they are using in their job postings and professional profiles. Rather than relying on a crosswalk to approximate connections between your programs and the world of work, you can make a direct, apples-to-apples comparison of the skills in-demand and the skills in your courses.

In short, adopting a shared, skill-based language means less guesswork involved in how your programs connect to the rest of the ecosystem.

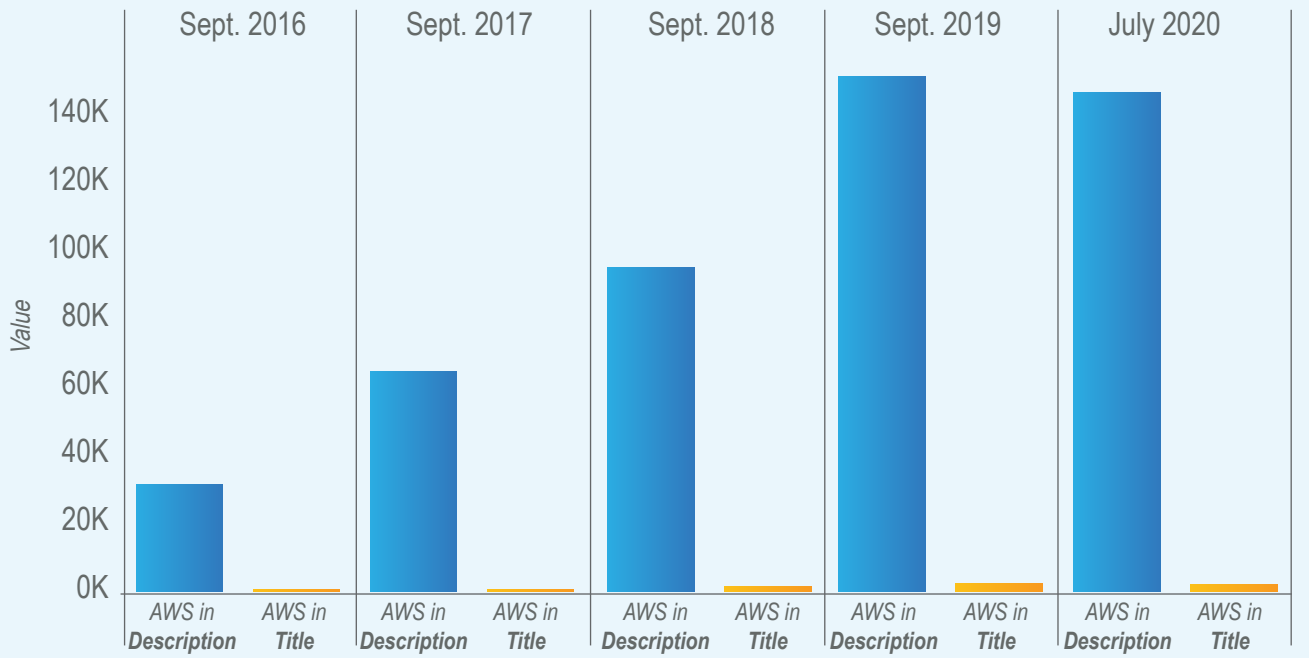
3 *Real-time and up-to-date*

As the nature of work continues to evolve, employers will start talking about the tasks they need done and the skills required to do it before those tasks and skills crystallize into a standardized job title, let alone an occupation with its own SOC code. This makes skill-level data a crucial early warning system for institutions wanting to identify emerging roles in the labor market.

To pick just one example, Amazon Web Services (AWS) has become a critical part of the tech infrastructure for many organizations. However, the term "AWS" is still far more prevalent as a skill included in job descriptions (for roles like Software Engineer or Software Architect) than it is as a job title. If you were tracking the skills that appear in employer job postings, you would have detected the popularity of AWS long ago. If you were tracking only job titles, you may not have noticed it until late 2018, or possibly not at all.

FIGURE 3

Prevalence of "AWS" in Job Description vs. Job Title



The lesson? *If you want to have a finger on the pulse of emerging "hot" technologies and skills, you need to track market demand at the skill level, in addition to monitoring industry, occupation, and job title trends.*

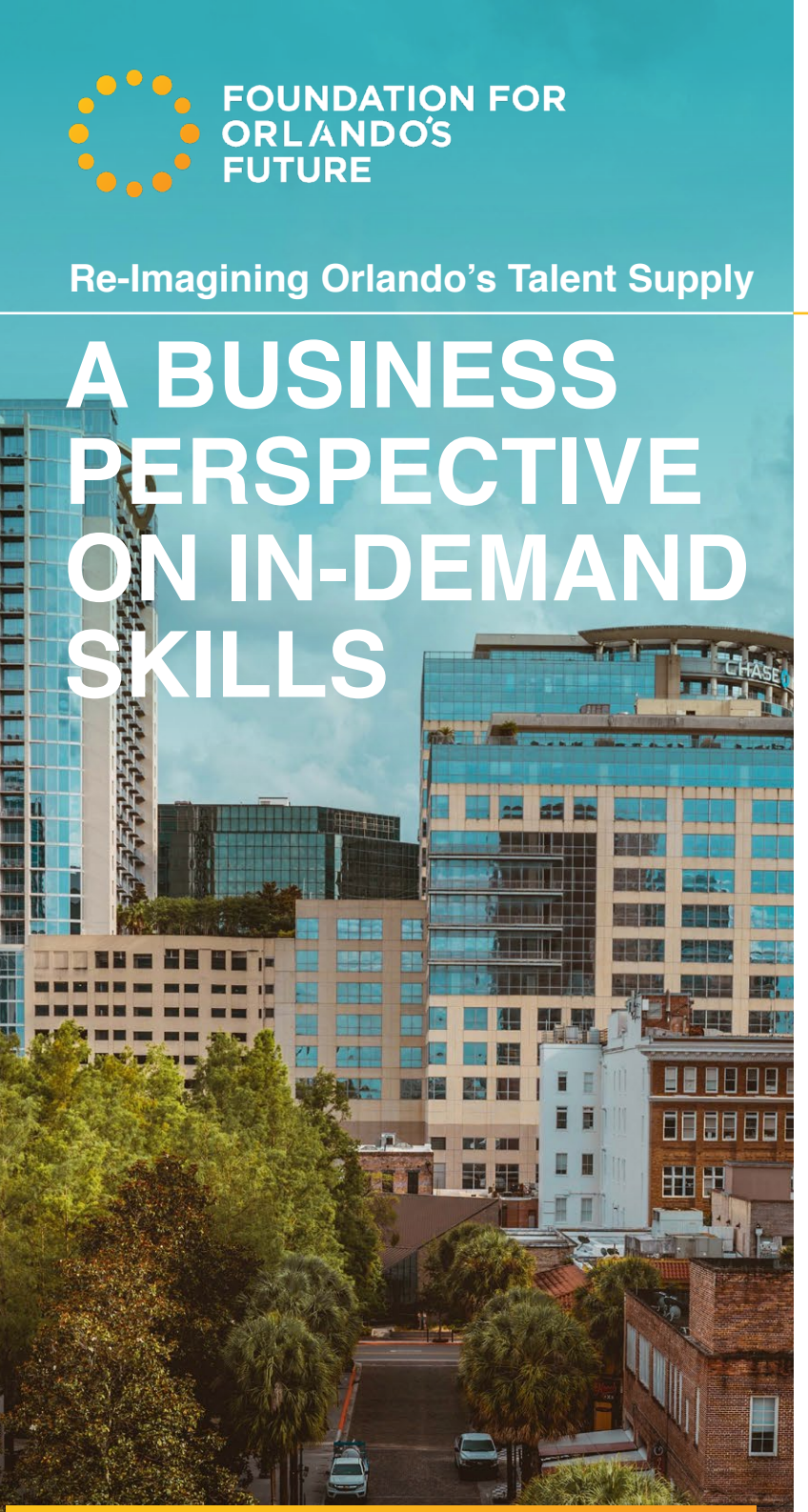
Providing a list of the exact skills taught in a course not only clearly communicates the value of the technical, rapidly evolving skills students will learn, which they may already be seeing crop up in job postings, but also offers a chance to highlight how a student will hone those important persistent skills that open-up transfers between industries.

Team projects, public presentations, case studies, learning labs, etc., provide immediate opportunities for students to hone their communication, teamwork, relationship building, critical thinking, and flexibility skillsets. But they may not know to highlight those learning objectives on resumes and in job interviews without the clear communication of a skills-based curriculum.

FOUNDATION FOR ORLANDO'S FUTURE

Re-Imagining Orlando's Talent Supply

A BUSINESS PERSPECTIVE ON IN-DEMAND SKILLS



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OFFERING THE PARTNERSHIP'S ASSISTANCE:

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Conclusion

Advances in technology and the prevalence of online job postings have opened the world of skills-based development where it was previously closed, allowing employers, educators, and job seekers to all finally speak the same language when it comes to training and hiring the right talent.

Speaking this language requires taking new paths and embracing tactics such as skills-based hiring or "skillifying" existing curriculum. As both skill research and feedback from the TEWG reveal, the persistent skills of communication, cultural awareness, customer service, flexibility, relationship-building, and teamwork are in-demand across all industries and job types. Tactics such as skills-based hiring and "skillifying" syllabi elevate these talents to the importance they deserve and allow workers to highlight their abilities when learning outcomes and job postings are connected through the language of skills.

On top of these persistent skills, Orlando's top employers are seeking talent that can fill needs in emerging technologies and/or respond to a growing demand for healthcare talent. The speed at which technology is advancing and the ever-changing demands of labor make skills the preferred language for reactionary and forward-looking development. The skills of the future fall into the broad families of agile development, cloud computing, cyber security, data analysis, healthcare, and programming and software development.

Finally, a skill-based language encourages targeted credentialing directly at the point of need, as the case study between Orlando Health and Orange Technical College shows. Developing curriculum in direct response to industry needs and re-thinking the pathways of a potential student opens incredible collaboration possibilities between industry and higher education.

This report can serve as inspiration to try one of these new tactics for either hiring or training the workforce of tomorrow. The Partnership is ready to assist with skills-based hiring training, to serve as a connection point to other resources, and to share your success stories. Contact Vice President of Talent and Community Development Danielle Permenter or visit Orlando.org/talent for assistance on this journey.

FOUNDATION FOR ORLANDO'S FUTURE

About the Orlando Economic Partnership

The Orlando Economic Partnership (the Partnership) is a public-private, not-for-profit economic and community development organization that works to advance broad-based prosperity by strengthening Orlando's economy, amplifying Orlando's story, championing regional priorities, empowering community leaders and building a brilliant region. These five foundational objectives serve to improve the region's competitiveness while responding to the needs of communities, residents and businesses.

About the Foundation for Orlando's Future

The Foundation for Orlando's Future provides analytical insight, strategic foresight and leadership development to inform and drive the region's pursuit of quality job creation, economic growth and broad-based prosperity by educating and empowering community leaders.

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